



# **WISCONSIN**

## **Homeland Security Grant Program**

**FFY 2014 Investment Budget**

**For Public Comment**

**Department of Military Affairs/Wisconsin  
Emergency Management**

**May 5, 2014**

Department of Military Affairs/Wisconsin Emergency Management | 2400 Wright St, PO Box 7865 | Madison, WI 53707-7865

Scott Walker, Governor

# Table of Contents

About this document .....	2
Introduction .....	3
Budget breakdown .....	5
Risk Assessment .....	6
Communications Interoperability .....	9
Critical Infrastructure .....	13
Cyber Security .....	15
DMA/WEM Planning & Implementation .....	17
Emergency Regional Response Teams .....	19
Intelligence and Information Sharing .....	22
NIMS Implementation: Training & Exercising .....	25
UASI Planning & Implementation .....	30
Whole Community Preparedness .....	32

# About this document

This document provides summary information on proposed FFY2014 investment justifications that the Department of Military Affairs/Wisconsin Emergency Management (DMA/WEM) plans to submit to FEMA as part of Wisconsin's Homeland Security Grant Program application.

Included in the document is an introduction, risk assessment, a comprehensive budget identifying investments totaling \$3,978,000 and summaries describing and further detailing each justification area. Each investment justification is also linked to a core capability and the 2012-2015 Wisconsin Homeland Security Strategy.

The draft investment budget will be posted on the WEM website for public comment until May 14, 2014. All residents of Wisconsin are encouraged to provide feedback on the plan to WEM via email at [Shannon.Ladwig@wisconsin.gov](mailto:Shannon.Ladwig@wisconsin.gov). At the end of the public comment period, WEM will make final revisions and submit the budget in the form of a grant application to FEMA.

# Introduction

The Department of Military Affairs/Wisconsin Emergency Management (DMA/WEM) has developed the draft Wisconsin Homeland Security Grant Program (HSGP) investment budget for federal fiscal year (FFY) 2014. Investment summaries and budgets for all of the proposed investments are provided in this document.

The grant program, funded through FEMA, helps to protect Wisconsin's communities by building the capacity to prevent, respond to, and recover from a catastrophic incident. DMA/WEM is the State Administrative Agency (SAA) for the program.

DMA/WEM works directly with a broad spectrum of emergency response agencies at all levels of government in developing investments to improve the state's preparedness through planning, training, exercising, and the acquisition of specialized equipment. The program focuses on a number of priorities that include building interoperable communications, improving information sharing, developing regional emergency response, and increasing community preparedness.

Wisconsin's investments support the 2012-2015 State Homeland Security Strategy, which was updated by the Homeland Security Council and approved by Governor Scott Walker in July 2012. The strategy, available for download at <http://homelandsecurity.wi.gov>, serves as the guide for homeland security funding. In addition to supporting the statewide strategy, the investment budget is also designed to meet key federal grant requirements, such as the allocation of at least 25% to law enforcement activities and a pass-through of 80% to local governments. The local pass-through requirement is met by a combination of direct grants and agreements between state and local agencies.

The state's draft investment budget was developed through outreach to the public safety and emergency management communities through a number of working groups and committees used by DMA/WEM. The projects funded in these Investment Justifications were reviewed and prioritized by the Homeland Security Funding Advisory Committee on April 30, 2014. The committee consists of representatives from local fire and law enforcement agencies, EMS, tribal public safety, state agencies, non-profits, and the private sector. Local representatives are appointed by the state's public safety associations. Current membership of the committee represents the following organizations:

Badger State Sheriffs Association	Department of Natural Resources
Wisconsin State Fire Chiefs Association	Department of Transportation
Wisconsin Chiefs of Police Association	Dept. of Ag, Trade and Consumer Protection
Wisconsin EMS Association	Department of Administration
Wisconsin Emergency Management Assoc.	Department of Health Services
WI Tribal Emergency Mgmt. Assoc.	Department of Justice
Voluntary Organizations Active in Disaster	Wisconsin Emergency Management
SE WI Homeland Security Partnership	Department of Children and Families

# Budget breakdown

In FFY2014, Wisconsin will receive a total of \$3,978,000 in State Homeland Security Program (SHSP) grant funding.

The Homeland Security Funding Advisory Committee met on April 30 and made funding recommendations that resulted in the nine Investment Justifications outlined below. Due to the increase in funding over last year's allocation, most projects were allocated an increase over last year; there is a new investment justification for Cyber Security priority; and the UASI region will receive more funding than last year. The UASI was defunded by FEMA after FFY2010, but has received a small amount of sustainment funding from the SHSP.

FFY13 Investments	Total
Communications Interoperability	\$882,000
Critical Infrastructure	\$39,600
Cyber Security	\$50,000
DMA/WEM Statewide Planning & Implementation	\$480,000
Emergency Regional Response Teams	\$969,400
Intelligence and Information Sharing	\$665,000
NIMS Implementation: Training & Exercising	\$657,000
UASI Planning & Implementation	\$105,000
Whole Community Preparedness	\$130,000
<b>TOTAL</b>	<b>\$3,978,000</b>

\* Law Enforcement Allocation: Across all investments, at least \$994,500 (25%) is allocated for law enforcement activities.

\*\* Local Government Pass-through: at least \$3,182,400 (80%) will be allocated for local projects.

# Risk Assessment

Wisconsin faces a wide array of risks from natural and other hazards. Flooding and tornadoes are the most frequent and damaging natural hazards in the state, followed by severe winter storms and wildfires.<sup>1</sup> Since 2007, flooding has been the major cause of damage in the state. In fact, 2008 flooding was the most expensive disaster in state history. This event had damages exceeding \$765 million, and more than 40,000 households requested assistance from FEMA. In 2010, Wisconsin received major Presidential Disaster Declarations for flooding in August and September. Wisconsin has an average of 21 tornadoes a year and ranks 17<sup>th</sup> nationally in frequency and number of fatalities.

In addition to natural disasters, Wisconsin's risks include hazardous materials incidents along transportation corridors and pipelines, and in areas which store and use quantities of those materials.

A working group of state officials led by Wisconsin Emergency Management annually tracks and updates Wisconsin's statewide assessment of critical infrastructure and key resources.

Wisconsin's most critical infrastructure includes electrical utilities, large water systems, pipelines, information technology and communications infrastructure, the food and agriculture industries, critical manufacturing, and large public gathering sites.

The state also recognizes the concentration of risk in Wisconsin's highest population centers, particularly Milwaukee and Madison. A recent comprehensive long-term study of the nexus between crime and terrorism in the U.S. notes that terrorist activities have concentrated in certain "hot spots."<sup>2</sup> In addition, data on the distance between where a terrorist lives and conducts pre-operational activity or attacks indicates that terrorists will limit their activity to approximately 50-200 miles distance, making the southeast and southwest regions' proximity to Chicago and the west-central region's proximity to Minneapolis additional risk factors.<sup>3</sup>

Wisconsin's investments take a statewide all-hazards approach in order to most effectively address a distributed array of risks. Any incident that occurs will require that responders are able to work within a NIMS framework, have the ability to communicate with each other, have proper experience from training and exercising, and access to the proper vetted information. Specialized emergency response capabilities such as SWAT, bomb, and collapse rescue are also available statewide.

In addition, the implementation of Wisconsin's investments will use risk-based allocation methodologies that take into account for areas of concentrated risk in high-population areas of the southern portion of the state. The state also assesses risk by conducting a comprehensive Threat and Hazardous Incident Risk Assessment (THIRA). The THIRA was completed in

December 2013 and it will be updated on an annual basis in accordance with federal grant guidance.

<sup>1</sup> Wisconsin Emergency Management, *State of Wisconsin Hazard Mitigation Plan*, 2004.

<sup>2</sup> START, "Hot Spots of Terrorism and Other Crimes in the United States, 1970 to 2008," 24 January 2012.

<sup>3</sup> NIJ Document No.: 214217, *Pre-Incident Indicators of Terrorist Incidents: The Identification of Behavioral, Geographic, and Temporal Patterns of Preparatory Conduct*, May 2006.



# Communications Interoperability

**FFY14 Funding Amount: \$882,000**

This investment is comprised of four projects, described below: IFERN for MABAS, WISCOM Operations Software, WISCOM Enhancements, and Regional Interoperability Coordinators.

**Core Capabilities** Operational Communications

**State Strategy** Priority 4: Communications Interoperability

Communications interoperability is the ability of emergency responders to talk with other agencies on demand, in real time, when needed, and when authorized. Communications is a vital part of emergency response, yet until very recently, many agencies lacked interoperable communications. While most emergency radio systems can be tuned to talk with neighboring agencies for everyday incidents involving limited mutual aid, major disasters may require help from responders throughout the state-local radio systems which may be overwhelmed. The foundation for Wisconsin's interoperable communications strategy was created in 2004 with the establishment of the State Interoperability Executive Council under the authority of Executive Order #87. In 2008, the Interoperability Council (IC) was created as a statutory body under §§ 15.107(18) and 16.9645 of the Wisconsin Statutes. The IC advises DMA/WEM in the development of strategies, standards, and guidelines for achieving statewide interoperability. Members are appointed by the Governor and represent key state and local stakeholders.

## IFERN FOR MABAS

### Project Description

This project will provide MABAS divisions with an Interagency Fire Emergency Radio Network (IFERN) base station. As identified in Wisconsin's Statewide Communications Interoperability Plan (SCIP), the purpose of these funds is to improve public safety answering point (PSAP), or dispatch center, IFERN/IFERN2 voice communication with responders affiliated with the fire service's Mutual Aid Box Alarm System (MABAS). This is the fourth round of funding for this program. The sub-grants will cover up to \$18,000 of the total cost of the base station.

### Deliverables

Installation of a functional IFERN base station in the primary MABAS Division dispatch centers.

**Sub-grantees** 3 counties that are new members of a MABAS Division

**Budget**

<u>Planning</u>	<u>Organization</u>	<u>Equipment</u>	<u>Training</u>	<u>Exercising</u>	<u>Total</u>
		54,000			54,000

Funding will support a portion of the cost of an IFERN base for each of the sub-grantees.

## **WISCOM OPERATIONS SOFTWARE**

**Project Description**

The Wisconsin Interoperable System for Communications (WISCOM) is a communications system for first responders. It has been determined that the current network management product is insufficient for the operational need of the statewide radio system which is being used by public safety for critical life safety operations. The WISCOM vendor will engineer new capability within the existing network management tool to give the State of Wisconsin access to improved critical life safety system monitoring tools that are either inadequate today or do not exist at this time.

**Deliverables**

WISCOM network management software will be upgraded. Both DOJ and DOT staff have access to the software for tracking purposes.

**Sub-grantee** Department of Justice, Crime Information Bureau

**Budget**

<u>Planning</u>	<u>Organization</u>	<u>Equipment</u>	<u>Training</u>	<u>Exercising</u>	<u>Total</u>
20,000					20,000

Funding will cover the cost of the work the vendor will do to upgrade the system.

## **WISCOM ENHANCEMENTS**

**Project Description**

Build out of the WISCOM system is an identified goal of the Statewide Communications Interoperability Plan (SCIP). This project will provide funding to agencies desiring to migrate onto WISCOM for local daily use. More specifically, it will provide sub-grants to municipalities within Milwaukee County.

**Deliverables**

Installation of site infrastructure to include: trunking equipment, dispatch consoles, and/or other necessary fixed installation items.

**Sub-grantees** Local units of government in Milwaukee County

**Budget/**

<b>Planning</b>	<b>Organization</b>	<b>Equipment</b>	<b>Training</b>	<b>Exercising</b>	<b>Total</b>
15,000		640,000			640,000

Funding will be used to purchase equipment and for a vendor to conduct a radio frequency coverage study.

## **REGIONAL INTEROPERABILITY COORDINATORS**

**Project Description**

The Regional SCIP Coordinators were established in 2010 and supported with Interoperable Emergency Communications Grant Program funding. Each of the identified six regions within Wisconsin Emergency Management has a Regional SCIP Coordinator and a Regional Council. Regional SCIP Coordinators and Councils continue ensure that interoperability implementations address local concerns and unique regional circumstances, as well as providing consistency in coordination and communication. Additionally, the relationships, collaboration and two-way communication established using this model has significantly contributed to our advancements in interoperable communications enhancements.

This will be the 6<sup>th</sup> year of funding for the Regional Interoperability Coordinator (RIC) project. The RICs will continue to be funded at 25% to provide assistance to locals with exercises, WISCOM, and regional council meetings. Additionally they will assist with the new goals and objectives set in the new 2014. The new SCIP is being drafted in Spring 2014.

**Deliverables**

Three major deliverables include: continue Regional Interoperability Council support; continue to provide exercise design and evaluation (both HS and non-HS funded), as requested; and continue to delivery of quarterly (or greater) regional WISCOM Roll Call tests.

**Sub-grantees** Calumet County, Dane County, Northeast Wisconsin Regional Plan Commission, West Central Wisconsin Regional Plan Commission, Douglas County, and City of Milwaukee. Should any of the listed agencies/locations opt out, WEM and DOJ staff will work collaboratively to identify another fiscal agent for program participation.

**Budget**

<b><u>Planning</u></b>	<b><u>Organization</u></b>	<b><u>Equipment</u></b>	<b><u>Training</u></b>	<b><u>Exercising</u></b>	<b><u>Total</u></b>
168,000					168,000

Funding will be used to sustain a 25% position for each of the six regional coordinators including the cost for personnel, travel and supplies.

# Critical Infrastructure

**FFY14 Funding Amount: \$39,600**

**Core Capability** Economic Recovery

**State Strategy** Priority 2: Critical Infrastructure/Key Resource Protection

Goal 2, Objective 2.1.3

Enhance local/state/regional partnerships to increase capabilities for preparation, response, and recovery from incidents that impact the food and agriculture sector.

## FOOD & AGRICULTURE SECURITY

### Project Description

This project has two components, local tabletop exercises and funding for the Multi-State Partnership (MSP). Building on the achievements of past grants, this investment will focus on improving communication and coordination between government, industry, and the general public.

Funding will be used to conduct Four Tabletop Exercises (TTXs) all involving local jurisdictions and stakeholders

- All exercises will include a Public Information Officer (PIO) component
- TTX one will concentrate on Food Safety (power outage)
- TTX two will concentrate on Flooding and response to hazardous agricultural materials
- TTX three and four will be performed within two of the six WEM regions

The MSP funding will be used to support the planning process for a full-scale exercise focusing on resource management, data utilization and command/control of a major, multi-jurisdictional foreign animal disease outbreak. The exercise will utilize incident management teams to test appropriate agency and state response plans and capabilities, local response coordination, and local / state / federal coordination of command and control.

### Deliverables

1. Tabletop exercises will be conducted involving 30-40 participants. An After Action Report/Improvement Plan will be produced which identifies specific strengths, gaps or weaknesses in communications among and between government and industry partners, with recommended action steps for improvement.

2. MSP Planning funds will be used for multi-state movement Functional Exercise (FE). The deliverable will be a complete FE Operations Manual and Master Scenario Events List (MSEL) within the grant period and an After Action Review following the FE execution.

**Sub-grantees** Department of Agriculture, Trade and Consumer Protection

**Budget**

<u>Planning</u>	<u>Organization</u>	<u>Equipment</u>	<u>Training</u>	<u>Exercising</u>	<u>Total</u>
15,000				24,600	39,600

Funding will be used to fund a contractor to conduct four tabletop exercises and to plan and conduct a functional exercise with the MSP.

# Cyber Security

**FFY14 Funding Amount: \$50,000**

This new investment justification will begin to close the gap in the ability to respond to a cyber-security incident.

**Core Capability** Cybersecurity

**State Strategy** Priority 11: Cyber Preparedness

Goal 11.2 Cyber Response Capability, Objective 11.2.1

Evaluate options for the development of an interagency cyber response team.

## **STATE LOCAL TRIBAL TERRITORIAL (SLTT) CYBER SECURITY RESPONSE TEAM**

### **Project Description**

This proposal will provide funding to train a cyber-response team specifically for the support of Wisconsin's State, Local, Tribal and Territorial cyber infrastructure. These teams will conform to the draft FEMA "National Incident Management System (NIMS) Resource Management for Cybersecurity."

The three teams will be based in:

- Milwaukee (Team 1: Southeast and East Central)
- Wausau (Team2: Northwest, Northeast, West Central)
- Madison (Team 3: Southwest)

Three teams are required to provide statewide coverage and mutual assistance in the event of a disaster. In steady state operations the teams will be available to assist local units of government with vulnerability assessments, preparedness and mitigation activities.

Each team will be trained utilizing the Michigan Cyber Range operated by Merit Network, Inc., a 501(c)(3) agency, to protect against, respond to, recover from and mitigate cyber incidents. Grant funds will be paid to Merit following receipt of ½ of course registration fees by the State or Local Unit of Government.

### **Deliverables**

This project has 3 main deliverables:

1. Response Capability: Three cyber response teams comprised of:

- Team Leader
- Computer Network Defense Analyst
- Computer Network Defense Infrastructure Support Specialist
- Cyber Incident Responder
- Data Administration Specialist

- Digital Forensic Specialist
- Vulnerability Assessment and Management Specialist

2. Training: Develop Train the trainer materials to enable follow-on training in two pilot WEM regions.

3. Planning: A cadre of SLTT individuals to operationalize the Wisconsin Cyber Annex and establish incident response plans, policies, and procedures.

The teams will be comprised of at least 80% local unit of government employees and no more than 20% state government employees.

**Sub-grantee** Department of Administration, Division of Enterprise Technology

**Budget**

<u>Planning</u>	<u>Organization</u>	<u>Equipment</u>	<u>Training</u>	<u>Exercising</u>	<u>Total</u>
			45,000	5,000	50,000

Funding will be used to pay 50% of the cost for training team members. State agencies and local units of government will be responsible for employee salary expense and a 50% match of the Merit course fees. Training is delivered via network with no anticipated expenditures for travel.



# **DMA/WEM Planning & Implementation**

**FFY14 Funding Amount: \$480,000**

**State Strategy** This investment will partially fund the cost for DMA/WEM to administer the Homeland Security Program by engaging in extensive planning and working with the identified partners and sub-grantees to implement the goals and objectives of the 11 Priorities found in the 2012-2015 State Strategy. Most priorities receive some level of funding from HSGP and/or involve planning efforts by WEM staff.

## **Project Description**

As the State Administrative Agency, WEM is responsible for the management and administration of the homeland security grants. The WEM Homeland Security Program currently manages, six active federal grants, including four HSGP grants (FY10-FY13), and approximately 80 active sub grants. WEM is responsible for all aspects of the programmatic and financial administration of the grants, including developing funding announcements, reviewing and processing applications, processing payments, monitoring, and reporting.

WEM is also responsible for planning and programmatic implementation related to the grants. This includes conducting assessments, identifying and prioritizing needs, working with stakeholders, developing strategies, implementing policies and plans to improve capabilities through the use of the funding as intended by the federal guidelines. A significant part of this involves staffing and coordinating with a number of councils, committees, and working groups, including: the Interoperability Council and its subcommittees, the Homeland Security Funding Advisory Group, the Comprehensive Response working group, the Collapse Rescue Team working group, and the Aligned Law Enforcement Response Team (ALERT) Executive Committee and its subcommittees. A Homeland Security staff member also provides support to the Homeland Security Council.

The WEM Homeland Security unit employs a program director, two grant program managers, one grants specialist, one quarter time LTE program manager, and five part-time LTE field compliance monitors that work on an hourly basis. This program staff has been drastically reduced over the years, even though financial and programmatic reporting requirements have increased.

**Deliverables**

The Homeland Security staff will administer sub-grants; complete federal grant application and all necessary federal and state reporting; staff the Homeland Security Council; and participate in homeland security related work groups that complete planning, assessment, and project implementation.

**Sub-grantee** Department of Military Affairs, Division of Wisconsin Emergency Management

**Budget**

<b><u>Planning</u></b>	<b><u>Organization</u></b>	<b><u>Equipment</u></b>	<b><u>Training</u></b>	<b><u>Exercising</u></b>	<b><u>Total</u></b>
480,000					480,000

Funding includes costs for personnel, fringe benefits, supplies, indirect as assessed by DMA, travel and training.

# Emergency Regional Response Teams

**FFY14 Funding Amount: \$969,400**

This investment is comprised of two projects, described below, and includes training, exercising, and equipping fire and law enforcement regional response teams.

**Core Capabilities** Mass Search and Rescue Operations, Interdiction and Disruption

**State Strategy** Priority 3: Emergency Response Capability

Goal 3.3: Ensure Efficient Regional Response, Objective 3.3.5

Continue to develop and maintain statewide emergency response teams such as structural collapse rescue and alert law enforcement teams. Partner with fire service on restructuring the regional hazardous materials emergency response system with a bottom-up review to increase response capacity in constrained fiscal times.

## ALIGNED LAW ENFORCEMENT RESPONSE TEAMS

### Project Description

The Aligned Law Enforcement Response Team (ALERT) initiative is comprised of local law enforcement tactical and bomb teams representing each of Wisconsin's seven Emergency Police Service (EPS) areas. The initiative includes eight regional Special Weapons and Tactics (SWAT) teams, comprised of twelve agencies, and five Explosive Ordnance Device (EOD) teams comprised of seven agencies that have signed agreements to participate.

The ALERT investment began in 2004 as a way to build a network of law enforcement specialty teams that could provide enhanced response to events that overwhelm local capacity. The following timeline provides a snapshot of the progress made to date. The ALERT teams are able to respond to anywhere in the state when necessary. They are organized in each of Wisconsin's (7) EPS areas. The initiative includes (8) regional SWAT teams and (5) regional bomb teams that have signed agreements to participate. They are trained and equipped to the standard established by the ALERT Executive Committee. Funding will help sustain and build this capability.

The mission of the specialty teams is to provide armed, tactical response in environments containing Weapons of Mass Destruction (WMD) and/or acts of terrorism and to provide a resource for mutual aid to jurisdictions in need of additional tactical capabilities and specialty teams. The SWAT and EOD teams possess equipment inventories.

Advanced training that allow for enhanced tactical and hazardous device related services to include large scale coordinated responses. Each agency is required to fulfill strict standards of training and other requirements outlined in a Standard Operating Procedural manual and overseen by an Executive Committee.

This proposal will provide funding for new equipment, improve specialist equipment, and seek advanced and contemporary training that allows the teams to maintain capabilities and to reach out to partnering agencies and build better working relationships and trust with those agencies, through collaborative training.

### **Deliverables**

Provide the following training: Tactical Emergency Medical Services (TEMS) (2), Explosive Breach (1), Woodland Ops (3), Waterborne Boarding (2), Advanced Sniper (2), Team Leader (2), Hostage Mitigation (1), Maritime Sniper (1), and EOD/SWAT Integration (1).

Purchase equipment including; Tactical Personal Flotation Devices for water, digital and x-ray imaging equipment, EOD Robot upgrade, and other EOD and SWAT equipment. Funding may also be used to fund a portion of one EOD vehicle. The sub-grantee will be required to cost-share this vehicle.

**Sub-grantees:** Five EOD teams and Eight SWAT teams

### **Budget**

<b>Planning</b>	<b>Organization</b>	<b>Equipment</b>	<b>Training</b>	<b>Exercising</b>	<b>Total</b>
		222,500	126,900		349,400

Funding includes costs for equipment and training.

## **COLLAPSE RESCUE**

### **Project Description**

Wisconsin Task Force 1 (WI-TF1) is an Urban Search and Rescue response team designed to provide a coordinated response to disasters in urban environments. With an emphasis on locating and extricating victims trapped in collapsed structures, confined spaces, or trenches in largely populated areas, the task force is capable of responding to State disasters including earthquakes, flooding, widespread tornadoes, and man-made technological and terrorist events, and being self-sustained for a minimum of 72 hours. WI-TF1 is also capable of operating on behalf of local jurisdiction responders when they are absent or if conditions exceed their internal capabilities, recognizing “home rule” governance that exists in the State of Wisconsin.

This specialized operational assistance is an augmentation to local emergency response once it is recognized that incident conditions will exceed local asset capabilities and significant state response assets are required.

WI-TF1 can provide reconnaissance to assess damage, determine needs, and provide feedback to local, state, and federal officials; conduct hazard surveys and evaluation of affected areas; conduct shoring and cribbing operations as required; conduct physical search and rescue inside damaged and collapsed structures; provide emergency medical care to Task Force personnel and severely injured disaster victims or those who are still trapped and in need of extrication; and conduct Wide Area Search operations over large areas.

WI-TF1 is a state resource authorized through Wisconsin State Statute #323.

WI-TF1 is the only large scale response capability able to provide the resources needed to engage a large scale disaster that involves structural collapse, and be self-sufficient for a minimum of 72 hours.

#### **Deliverables**

Provide a NIMS Type I Urban Search & Rescue Team to the State of Wisconsin and Emergency Management Assistance Compact (EMAC) partners. In order to achieve this, WI-TF1 will engage in quarterly training, specialized training classes, and an annual Operational Readiness Exercise.

Purchase specialized equipment.

**Sub-grantee** Wisconsin Emergency Management, REACT Center

#### **Budget**

<u>Planning</u>	<u>Organization</u>	<u>Equipment</u>	<u>Training</u>	<u>Exercising</u>	<u>Total</u>
22,000		160,000	238,000	200,000	620,000

Funding will support procurement of identified equipment and supplies, training and the annual Operational Readiness Exercise (ORE).

# Intelligence & Information Sharing

**FFY14 Funding Amount: \$665,000**

This investment provides support for two fusion centers; the Wisconsin Statewide Information Center and the Southeast Wisconsin Threat Analysis Center, to enhance Wisconsin's collective ability to gather, receive, analyze, and disseminate information about man-made, natural threats and events.

**Core Capability** Intelligence and Information Sharing

**State Strategy** Priority 1: Information Sharing and Analysis "enhance the abilities of state and local agencies to gather, receive, analyze, and share information about man-made, as well as natural threats and events."

Goal 1.1: Improve Intelligence Information Sharing and Analysis

The Wisconsin Statewide Information Center (WSIC) will continue to work toward meeting the DHS baseline capabilities as published in the fall of 2008, including 24/7/365 operations of the State Fusion Center.

## WISCONSIN STATEWIDE INFORMATION CENTER

### Project Description

The Wisconsin Statewide Information Center (WSIC) is an "all-crimes, all-hazards, all-threats, and all-events" intelligence fusion center. The WSIC serves as a focal point for information sharing in the state and local environment and has been designated by the Governor, through his Homeland Security Advisor (HAS), as the primary state fusion center in Wisconsin. The primary mission goals of the WSIC are:

- Provide law enforcement, fire service, emergency management, public health, military, and other key private sector security partners with the ability to assimilate and utilize broader based intelligence to more effectively address the state's need for information sharing amongst those responsible for protecting our citizens.
- To effectively gather, receive, analyze and disseminate relevant intelligence to the appropriate agency or private sector partner in the most concise and expedient manner possible.
- Provide analytical, technical and major case criminal investigative support to law enforcement partners across the state.

- Communicate, coordinate and collaborate at all levels of government to ensure that fair, objective and unbiased intelligence products are maintained, distributed or purged as required and in compliance with state and federal regulations concerning privacy, civil rights and civil liberties.

This project meets the requirement for the SAA to fund the state’s primary fusion center.

### **Deliverables**

The WSIC serves as a focal point for information sharing in the state and local environment and has been designated by the Governor, through his HSA, as the primary state fusion center in Wisconsin. WSIC produces, on average, over 330 written products a year:

- Imminent Terrorist Threat Bulletins
  - Elevated Terrorist Threat Bulletins
  - Be on the Look-Out (BOLO)
  - Threat Environment Bulletins
  - Daily Bulletins
  - Heightened Awareness Bulletins
  - Terrorism Update Bulletins
  - Special Event Threat Assessments
  - Threat Assessments (Non Special Events)
  - Threat Scenarios, Indicators, and Protective Measures
  - Suspicious Activity Report Roll-Ups
  - Weekly Bulletins
- The current WSIC Distribution List consists of:
    - Law Enforcement Sensitive Distribution List
      - Weekly List: 1,716 law enforcement recipients
      - Crime Alert BOLO: 3,271 law enforcement recipients
    - For Official Use Only Distribution List
      - Weekly List: 820 FOUO recipients

In addition, the WSIC will conduct trainings to law enforcement for new Threat Liaison Officers and non-law enforcement partners for new Fusion Liaison Officers. Those trained in the past are recommended to attend Advanced Threat Liaison Officer training, which focuses on new threats, trends, developments, and concerns occurring throughout Wisconsin, the nation, and the world.

**Sub-grantee** Department of Justice, Division of Criminal Investigation

**Budget**

<b><u>Planning</u></b>	<b><u>Organization</u></b>	<b><u>Equipment</u></b>	<b><u>Training</u></b>	<b><u>Exercising</u></b>	<b><u>Total</u></b>
360,000	210,000		40,000		610,000

The FY14 funding will be used for two major objectives: continued support, maintenance and training for WSIC operations; and Threat Liaison Officer (TLO)/Fusion Liaison Officer (FLO) recruitment, outreach and training.

## **SOUTHEAST WISCONSIN THREAT ANALYSIS CENTER**

**Project Description**

Sustain regional intelligence gathering and analysis capabilities originally achieved via UASI funding.

The Southeast Wisconsin Threat Analysis Center (STAC), a recognized fusion center, ceased receiving funding from the UASI grant program in FFY2010. Despite that, with the continued support of the Milwaukee Police Department and the City of Milwaukee, STAC maintains a viable presence in task force assignments with regional and federal partners. Partnerships have continued despite cuts in UASI funding that previously supported these assignments. The information sharing environment created by STAC, the value assigned by supporting agencies and the desire of regional stakeholders to continue in partnership with regional law enforcement are all indications of the usefulness of effective intelligence gathering and analysis in the state's most populous region.

**Deliverables**

Upgrade technology and software in order to maintain existing capabilities; collaborate with local, state and federal law enforcement agencies to identify and minimize threat factors; maintain and expand partnerships with private sector.

**Sub-grantee** City of Milwaukee Police Department

**Budget**

<b><u>Planning</u></b>	<b><u>Organization</u></b>	<b><u>Equipment</u></b>	<b><u>Training</u></b>	<b><u>Exercising</u></b>	<b><u>Total</u></b>
		25,000	30,000		55,000

Funding will be used for software upgrades and maintenance, and training costs for staff on technology information systems and intelligence analysis.



# NIMS Implementation

**FFY14 Funding Amount: \$657,000**

This investment is comprised of four distinct projects aimed at training and exercising first responders, and supporting the web-based EOC management system.

**Core Capabilities** Training and exercising are solution areas that fall across all core capabilities. This IJ will allow locals to train and exercise to close gaps in many core capabilities.

**State Strategy** Priorities 3 & 5 & 3

Priority 3: Emergency Response Capability

Goal 3.1: Leverage training programs to increase the capability of local/tribal jurisdictions, state agencies, volunteer organizations, and private industry to prepare for, prevent, respond to, mitigate damage from, and recover from natural and man-made emergencies through multi-discipline and multi-jurisdiction coordination in accordance with NIMS.

Priority 5: Continue the implementation of the NIMS and NRF mandated by PPD-8.

Goal 5.3.1: Promote E-Sponder Implementation, training, and the use of inter-disciplinary agencies and within the state EOC on an on-going basis.

## TRAINING & EXERCISE OFFICERS

### Project Description

This grant will fund three training and exercise officers to assist counties and tribes with table top, functional and full scale exercises. These positions support locals with training and exercising assistance to close gaps in capabilities. The trainings and exercising continues to enhance first responders' ability to respond to actual incidents. WEM's training and exercising program provides a uniform method of providing exercises statewide following Homeland Security Exercise Evaluation Protocol (HSEEP) guidelines. The training and exercise officers will assist in meeting county and tribal deliverables. The exercise officers will also ensure that after action reports and improvement plans are written for the exercises they are involved in. The training and exercising officers also work on training related projects that are a part of WEM's training and exercising program.

### Deliverables

Exercise deliverables include planning, development, conducting, and after action review for approximately 2 Full-scale exercises, 4 Functional exercises, and 24 Tabletop exercises. Training

deliverables may include conducting training classes, drills and workshops, and participating in special projects like National Mass Evacuation Tracking System (NMETS) or credentialing.

**Sub-grantee** Wisconsin Emergency Management, Bureau of Planning & Preparedness

**Budget**

<u>Planning</u>	<u>Organization</u>	<u>Equipment</u>	<u>Training</u>	<u>Exercising</u>	<u>Total</u>
170,000					170,000

Funding includes costs for personnel, fringe, supplies, indirect as assessed by DMA, travel and training.

## **NIMS/ICS TRAINING**

**Project Description**

Homeland Security funds have supported training for thousands of emergency responders statewide. In the last few years there has been an increased need for training and exercises on topics such as incident command, power outages, cyber security, and functional needs. Given the increased number of real-world incidents such as large scale tornadoes, mass casualty incidents and increasing cyber threats, the demand for these services will continue to increase. Training is the primary means of preparing for incident response.

WEM offers training to state and local emergency responders and the private sector at no-cost through the Statewide Training Portal. Courses include Incident Command System (ICS), Public Information Officer (PIO), Mass Fatality Response, Debris Management, Incident Command, Emergency Operations Center (EOC) operations, Disaster Response and Recovery, Bombing Incident Prevention, and Functional Needs Planning. The WEM training program will provide standardized training throughout the state by contracting with certified emergency management instructors.

**Deliverables**

Provide approximately 140 course deliveries to 3,200 students including courses needed to obtain the certified emergency manager certification, courses on incident command and EOC operations, and PIO courses.

**Sub-grantee** Wisconsin Emergency Management, Bureau of Planning & Preparedness

**Budget**

<u>Planning</u>	<u>Organization</u>	<u>Equipment</u>	<u>Training</u>	<u>Exercising</u>	<u>Total</u>
			190,000		190,000

Funding is used for contractor fees for certified instructors, supplies, and travel.

## LOCAL EXERCISES

### Project Description

This funding allocated for exercising is used to close gaps in core capabilities at the local level. The grants will be allocated into two separate grant opportunities.

County and Tribal Exercise grants – A competitive grant program funds exercise contractor support, supplies, and travel for county and tribal exercises. These funds often supplement WEM exercise officers for larger functional and full-scale exercises, or provide support for exercises when WEM staff is unavailable.

State and Local Collaboration grants- Funding will also support specific exercises that are not a part of the competitive grant program, such as SIMCOM and the Tri-County state and local collaboration exercise.

### Deliverables

Fund approximately 20 exercises that are HSEEP compliant.

**Sub-grantees** Counties

### Budget

<u>Planning</u>	<u>Organization</u>	<u>Equipment</u>	<u>Training</u>	<u>Exercising</u>	<u>Total</u>
				220,000	220,000

Funding supports the cost of contractors, travel and supplies for exercises.

## MISSION SUPPORT

### Project Description

This project will improve business and technical support for mission-critical systems used by over 8,000 state and local emergency responders statewide. These systems currently include E-Sponder, emergency operation center information sharing system, and WICAMS, a statewide credentialing system.

The investment will fund a position dedicated to Implementing technical fixes and upgrades, administering data and user permissions, providing user technical support, training, and documentation, and working with users to assess needs and develop future technical solutions. The position would serve as a member of the Mission Support Section, consisting of 3 full-time equivalent (FTE) positions.

WEM's Mission Support Section currently consists of 1 FTE user support specialist and 1 technical support LTE. There is not sufficient staffing to adequately maintain and support existing information systems used by state and local emergency responders. The growth of the systems over the past several years has exceeded existing staff capacity. This has resulted in diminished operational capacity and efficiency both in the EOC and in the field. WEM needs additional staff to meet current local user demand and plan for future growth. 3 FTEs are needed in order to adequately staff the section. Specific support needs include:

- E-Sponder: support has been provided by 1 FTE since the system was implemented in 2006. This position was funded by the Homeland Security Grant Program (HSGP) until 2012, and is now funded by the Emergency Management Performance Grant (EMPG). Since 2010, the E-Sponder user base has grown from approximately 2,500 to over 8,500. There are now in excess of 4,200 sites on the system. During that time, fifteen new functions have been added that have increased the system's complexity.

In addition, in 2013 WEM upgraded E-Sponder to SharePoint 2010. This has increased the demand for user support and required the development of new training. The new version has new functionality, including a GIS viewer, positional checklists, and ICS forms. WEM plans to deploy these functions to local users in 2014, but needs to develop new training, new documentation, and plan for a significant increase in local support needs.

- WICAMS: Funded by HSGP in 2011, the Wisconsin Credentialing Asset Management System (WICAMS) is now used by over 300 agencies, with 3,500 registered personnel and 100 pieces of equipment. Growth of the system has been restricted due to lack of support and training. Until recently, there was no dedicated staff able to provide support for the system. Limited support is now being provided by an LTE and a training officer.

The addition of this position will result in faster response times to users and better overall customer service. It will also improve data quality and enable increased user training, and improve the overall operation of the systems.

With a fully staffed Mission Support Section, WEM will be able to begin looking ahead to the future of public safety IT needs, working with state and local user groups to evaluate new technologies and deploy new systems to meet the evolving needs of emergency responders.

### **Deliverables**

Decreased response times to help desk support calls and email inquiries; improved customer service; improved data quality; improved troubleshooting and resolution of system problems; timely upgrades with new features and functionality; an updated user training program that includes new functionality; updated user documentation; formation of a user group to provide

guidance on systems development; development of a technology needs assessment and updated strategy for future system needs.

**Sub-grantees** Wisconsin Emergency Management, Bureau of Planning & Preparedness

**Budget**

<b><u>Planning</u></b>	<b><u>Organization</u></b>	<b><u>Equipment</u></b>	<b><u>Training</u></b>	<b><u>Exercising</u></b>	<b><u>Total</u></b>
77,000					77,000

Funding includes costs for personnel, fringe, supplies, indirect as assessed by DMA, travel and training.

# UASI Planning & Implementation

**FFY14 Funding Amount: \$105,000**

This investment consists of two projects that allow the Urban Area Security Initiative (UASI) to engage in regional planning efforts.

**Core Capability** Community Resilience

**State Strategy** This investment helps the UASI region to continue to work together as a set of five counties and many local agencies in order to implement many of the Priorities in the 2012-2015 state strategy. The priorities that are most relevant to this investment are 1-7 and 9.

## UASI COORDINATOR

### Project Description

Southeast Wisconsin has population of 1.9 million in its Metropolitan Statistical Area (MSA) with economic capacity and infrastructure that far exceeds its simple geographic footprint and lies at the heart of an important Midwest transportation corridor. Given sheer size and risk, no single jurisdiction can acquire and maintain full response and recovery capabilities. Collaboration is essential. Absent coordinated sustainment effort, Southeast Wisconsin risks deterioration in gains achieved and regional relationships built in recent years. This project will ensure sustainment of collaborative regional planning, response and recovery efforts achieved under UASI program.

### Deliverables

This position will conduct Area Working Group (UAWG) meetings; coordinate regional planning, response, and recovery efforts; serve as liaison between local, county and state officials; serve in advisory capacity to the Wisconsin Hospital Emergency Preparedness Program (WHEPP), WEM, NHSC boards; engage urban faith-based organizations and for-profit stakeholders in pre-incident planning and post-incident response efforts.

**Sub-grantee** City of Milwaukee

### Budget

<u>Planning</u>	<u>Organization</u>	<u>Equipment</u>	<u>Training</u>	<u>Exercising</u>	<u>Total</u>
80,000					80,000

Funding includes costs for personnel, fringe, supplies, travel and training. The City of Milwaukee provides funding for half the expenses related to this position.

# RECOVERY SUPPORT FUNCTION PLANNING

## Project Description

Rebuilding a community after a major or catastrophic disaster is a huge undertaking. The most effective way to accomplish post-disaster recovery is to be prepared before a disaster strikes and include Recovery Support Functions (RSFs) in the Comprehensive Emergency Management Plan (CEMP) Annex IV. RSFs serve as an effective tool to guide community recovery.

While the National Disaster Recovery Framework (NDRF) describes six federal RSFs that can be activated to support state and local governments, there are many more RSFs to consider. Disasters are owned by local governments and they have many more recovery tasks to consider than the federal government does.

This project will use a contractor to complete a five step process that concludes with a written Recovery Support Functions annex for the Comprehensive Emergency Management Plan.

1. Conduct a one-day project kick off workshop on-site to include the following:
2. Based on results of workshop, compile and deliver sample Annex IV Recovery content with proposed RSF templates.
3. Following submission of a first draft by each participating jurisdiction (5 counties, 1 city), reviews each submission and provides recommendations.
4. Conduct a one-day closing conference on-site for each participating jurisdiction (5 counties, 1 city) to review suggested revisions and to provide an opportunity for any one-on-one guidance that may be necessary.
5. Following submission of a final draft by each participating jurisdiction (5 counties, 1 city), conduct a final review of each submission and provide recommendations in a final copy provided to each participating jurisdiction.

## Deliverables

Develop a recovery plan template (workbook) for use by the Southeast Wisconsin region counties. Template (workbook) will include: Annex IV for Recovery content and a Workbook of Recovery Support Functions.

**Sub-grantee** Milwaukee County

## Budget

<u>Planning</u>	<u>Organization</u>	<u>Equipment</u>	<u>Training</u>	<u>Exercising</u>	<u>Total</u>
25,000					25,000

Funding will support the cost of the contractor.

# **WHOLE COMMUNITY PREPAREDNESS**

**FFY14 Funding Amount: \$130,000**

This investment is comprised of three projects that are continuations of previously funded projects.

**Core Capability** Public/Private Services & Resources

**State Strategy** Priority 9: Citizen Participation

The ability of a community to recover from a disaster depends on the effective collaboration of government, business, community organizations and citizens. Schools, businesses, hospitals, and other community institutions need to be prepared before a disaster in order to quickly recover afterwards. Likewise families who take simple steps to make plan and prepare supplies will be much more able to help themselves and their neighbors, taking pressure off of stretched public safety resources.

## **WHOLE COMMUNITY PREPAREDNESS COORDINATOR**

### **Project Description**

This project will fund a Community Preparedness Coordinator to conduct outreach activities to the private sector, individuals and families that will help them to better prepare their businesses and homes. This effort will help to minimize the impacts of a disaster, because of the planning and preparation completed in anticipation of an emergency. In the past, the State of Wisconsin has been limited in providing resources to the private sector, including businesses and organizations to help them to prepare for emergencies and disasters and be better able to respond and recover after the event. This position provides a conduit to start conversations and planning to ensure the private sector is more prepared.

The preparedness coordinator meets with businesses in the critical infrastructure sector and important service providers. These meetings provide an opportunity for the state to learn what these businesses will need during and after a disaster to provide their essential services to the businesses and citizens of Wisconsin during and after an emergency. This also helps to build trust between the state and the private sector and an opportunity to partnership during a disaster. Additionally these meetings provide an opportunity for the preparedness coordinator to help businesses become aware of educational and informational resources to ensure that their businesses and employees are prepared. Another important aspect of these meetings is to find out



what resources exist in the private sector that could directly support the State and citizens during a disaster (i.e. communications, fuel, generators, etc.). The preparedness coordinator is creating a resource directory of these resources and assets.

This position supports existing public private partnership (Lake Geneva, Chippewa Valley, Kenosha, and Southeast Wisconsin) and continues to pursue opportunities to introduce the private sector to these partnerships, their educational opportunities and the resources they provide.

### **Deliverables**

The preparedness coordinator will create a resource directory of private sector resources and assets that could support citizens and the State during a disaster.

Due to outreach efforts, more citizens, families, businesses and organizations will be prepared for all-hazards events and disasters and because of the preparation, will be able to recover more quickly to the event. Outreach efforts will include emphasize communicating where citizens, businesses and organizations can find resources available to them to continue to get information about best practices and aids to help them and their business prepare.

**Sub-grantee** Wisconsin Emergency Management, Bureau of Planning & Preparedness

### **Budget**

<u>Planning</u>	<u>Organization</u>	<u>Equipment</u>	<u>Training</u>	<u>Exercising</u>	<u>Total</u>
80,000					80,000

Funding includes costs for personnel, fringe, supplies, indirect as assessed by DMA, travel and training.

## **READYWisconsin**

### **Project Description**

This project provides funding for material items to distribute for Student Tools for Emergency Planning (STEP) and for homeland security related awareness campaigns (Public Service Announcements) for season weather, preparedness month and cyber security.

### **Deliverables**

Conduct the STEP program in school year 2014-2015.

Support ReadyWisconsin activities, including Weather Day at Miller Park.

Complete statewide awareness campaigns.

## Sub-grantee Wisconsin Emergency Management

### Budget

<u>Planning</u>	<u>Organization</u>	<u>Equipment</u>	<u>Training</u>	<u>Exercising</u>	<u>Total</u>
30,000					30,000

Funds will be used for supplies for READYWisconsin and STEP, and to purchase air time for the public service announcements.

## **PUBLIC-PRIVATE PARTNERSHIP PRE-DISASTER RECOVERY WORKSHOP IN SOUTHEAST WISCONSIN**

### Project Description

Current statistics from the Insurance Information Institute and the Small Business Administration show that between 25-40% of businesses affected by disaster never reopen. Additionally, nearly 65% of small to medium sized entities report they do not have a continuity of operations plan. Simultaneously, small businesses represent over 99% of all employer firms, employ nearly half of all private sector employees, and generated 65% of net new jobs over the past 17 years. These factors play a direct role in the ability of citizens, communities and organizations to recover from a disaster and/or to be a resource to the community during the response, recovery, and mitigation processes. Unfortunately, there are few opportunities for advanced training and coordination engaging both public and private entities specifically dealing with these issues.

This project builds upon the success and lessons learned from the 2013 Regional Lifelines Restoration Workshop. The 2013 Workshop After-Action Report (AAR) noted numerous items for improvement planning. Working with the Southeast Wisconsin Homeland Security Partnership (SWHSP), partners from public and private entities launched a series of short seminars in 2014 addressing several of the major issues identified in the 2013 AAR, specifically dealing with business continuity and continuity of operations planning for small to medium sized organizations (both public and private). These seminars provided valuable theoretical, practical, and best practice foundations for organizations to develop operational continuity plans and programs. However, they are limited in capacity to provide hands-on experience and application of those foundations. This new project will provide a regional workshop designed to allow participants to further explore methodologies for implementation of lessons learned during the 2013 Workshop and the subsequent educational seminars provided by the SWHSP through a combination of additional training and an exercise.

### Deliverables

Conduct a regional workshop designed to allow participants to further explore methodologies for implementation of lessons learned during the 2013 Workshop and the subsequent educational

seminars provided by the SWHSP through a combination of additional training and an exercise. Specific steps in this process are:

1. Develop workshop parameters, scope and content both specific to Southeast Wisconsin and a template for sharing across other WEM regions statewide. The workshop is to contain both training and exercise components. At a minimum, participants should identify major interdependencies and potential cascading events that could affect their organization/ community; identify recovery strategies, and create an hour-by-hour priority-based checklist for community or organizational recovery.
2. Develop workshop marketing information and workshop participant materials;
3. Distribute marketing information to potential participants;
4. Manage participant registrations;
5. Workshop facilitation and management;
6. Evaluate the success of the workshop in meeting established objectives as determined under Deliverable #1;
7. Prepare and submit a detailed After Action Report consistent with the HSEEP guidance, including Improvement Plan recommendations for future planning, training, and exercise development.

**Sub-grantee Waukesha County**

**Budget**

<b>Planning</b>	<b>Organization</b>	<b>Equipment</b>	<b>Training</b>	<b>Exercising</b>	<b>Total</b>
			20,000		20,000

Funding will support the cost of a workshop including contractor fees and supplies.